



COR Issues

(Name)

(Date)

Terminal Learning Objective

- Given various unique contingency environments determine the issues and determine responsibilities of the COR

Enabling Learning Objectives

- **Identify predeployment COR issues**
- **Explain the duties and responsibilities of the COR**
- **Explain the impact of the contingency environment on COR responsibilities**

KO Predeployment Planning

- **Contracts in the AOR**
- **Need for CORs in the AOR to support the contracts**
- **Training**
- **Documentation requirements**

Contracting Officer Representatives (CORs)

Contractor surveillance by contract personnel under contingency conditions may be difficult due to on-going military operations, local threat conditions, remote location, broad customer base, and the performance/delivery time involved. Therefore, it is important to establish a properly trained cadre of CORs within the organizations major customers you support.

**Appointmen
t**

- **Duties**
- **Do's &**
- Don't**
- **Training**

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Contingency COR

- **Duties, Responsibilities, and Authority**
- **Cultural Differences**
- **Fraud**
- **Training**
- **Working with the CCO**
- **Documentation**

Understanding the COR

- **The operational environment**
- **COR duties is an additional duty**
- **Are they trained?**
- **Consider the operational tempo**

COR Understanding of Cultural Differences

- There are many cultures where bribes, gratuities, exchanges of gifts, etc. are common business practice
- If confronted with this situation, you must:
 - Explain to the contractors that the US military does not conduct business in this manner
 - Notify their superior
 - Write a memo for record documenting what transpired
- It is possible that the contractors* will insist that you accept a gift. In this case, you must:
 - Reiterate that this is not how the US military conducts business
 - Inform the contractor that the gift will in no way affect decisions
 - If a contractor is insistent and there is no diplomatic way to avoid accepting the gift, you should:
 - Accept the gift on behalf of the US military
 - Immediately notify their superiors
 - Consult with Legal
 - Turn the “gift” over to finance or other authority as directed by command for safe keeping
 - Write a memo for record documenting what transpired

***Note - Gifts from foreign contractors do not fall under AFI 51-901, Gifts from Foreign Governments**

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COR Duties

- **Know the contract**
- **Know the contingency operational environment**
- **Be aware of the cultural issues**
- **Communicate with the KO**
- **Work with your contractors**
- **Provides technical direction and guidance**
- **Is technical liaison between the KO and the contractor**
- **Support the mission and recommend changes**
- **Monitor and evaluate performance**
- **Ensures satisfactory timely delivery**

COR NO-NOs

- **Promise or authorize more work**
- **Get involved with subcontractors***
- **Modify the contract**
- **Disclose source selection information**
- **Divulge budget information**
- **Issue orders in accordance with FAR clauses**

COR Designation

Contracting Officers may designate qualified personnel as their authorized representatives to assist in the technical monitoring or administration of a contract.

Letter of Delegation

Have Draft boilerplate in your kit

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KO/COR Relations

- Partnering between the KO and COR
- Teamwork
- Ensure the KO understands the technical portion of the contract
- Communication is essential!!!
- Both members understand their roles and responsibilities

COR Documentation

- **Statement of Work**
- **Quality Assurance Plan**
- **Surveillance logs**
- **Contract discrepancy reports**
- **Schedules**
- **Deliverables**
- **Memos**

COR Files

- **Copies of the COR nomination and appointment letters;**
- **Copy of the contract with all modifications;**
- **Contractor Information**
- **Copy of the contract's schedule showing all required delivery dates;**
- **Name, position title, phone number and function of Government personnel working on the contract;**
- **Copies of invoices;**
- **Copies of all correspondence with the Contractor, Contracting Officer, or other Government officials involved in the contract;**

COR Files, Continued

- **Any additional supporting documentation;**
- **Description of contractor performance and provisional deficiencies and steps taken to correct; and**
- **Record of contractor performance evaluation at the end of the contract**

Ethical Dilemmas

- **CORs are subject to the same ethical standards as KOs (discussed on Day 1)**
- **A few examples where COR ethical behavior might be challenged include:**
 - **Bribes or gratuities offered in exchange for contract awards**
 - **Collusion among the vendor base**
 - **Perception is reality -- avoid even the appearance of impropriety**
 - **Supported organizations attempting to exert undue influence over contract awards**

Contingency Lessons Learned

- **Receive training prior to arrival - even if last second replacement**
- **Understand the equipment you are responsible for - the time and capability (same goes with the service, supply, etc)**
- **Responsible for leased equipment - considered U.S. property for accountability purposes**

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- **CORs needed constant reminders**

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Summary

- **Duties, Responsibilities, and Authority**
- **Cultural Differences**
- **Fraud**
- **Training**
- **Working with the CCO**
- **Documentation**